MANAGEMENT PLAN

PRIVATE COLLEGES ACCREDITATION BOARD

2003 - 2007

Private Colleges Accreditation Board
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1. PURPOSE OF THE *MANAGEMENT PLAN*

The *Management Plan* is intended to facilitate anticipatory planning by developing the Board's annual agenda for action within a four-year framework.

Accordingly, the *Management Plan* serves three principal purposes.

1. The process of annually preparing the plan assists both the Board and its Secretariat to re-examine the Board's focus and to set priorities.

2. Through the *Management Plan*, the Secretariat can identify its role in achieving the Board's mission. Insofar as the Secretariat's work is built upon the management objectives identified in the plan, this coordinated approach links Secretariat efforts to the Board's mission.

3. The *Management Plan* conveys to the Board and its constituencies a sense of work anticipated during the coming year and beyond.

This document presents a forecast of the Accreditation Board's **known** activities to June 2007. At the time of adoption of the *Management Plan*, legislation has been introduced that calls for the end of PCAB as an accreditation body, and the development of a new Campus Alberta Board of Accreditation and Coordination (CABAC). It is proposed that this new board will provide information and advice to the Minister on matters pertaining to the accreditation and coordination of degree programs in Alberta.

2. ACTIVITIES OF THE BOARD

The primary work of the Board is to receive and review applications from private colleges interested in the accreditation of a baccalaureate program, and to conduct periodic evaluations of accredited programs. Certain other activities flow from the Board's primary work. These activities include the Board's responsibility to provide advice and consultation, to monitor related developments, and to report on its work.

2.1 Accreditation

Since the Board's inception in 1984, seven private colleges have been authorized to offer specific accredited programs - Augustana University College (1985), Canadian University College (1991), Concordia University College of Alberta (1987), The King's University College (1987), Canadian Nazarene University College (also known as Nazarene University College) (1999), DeVry Institute of Technology-Calgary (2001) and Taylor University College and Seminary (formerly North American Baptist College) (2001).

Removal in April 1998 of the condition that a private college had to be affiliated with an Alberta university has resulted in applications from a number of private institutions in Alberta, including for-profit institutions. Now that the Board has used its revised accreditation process a few times, a committee of the Board was struck to fine-tune the process. The committee made recommendations regarding the role of the Accreditation Committee, the use of an Institutional Integrity Statement, Governance and Administration, a common format for CVs, and a program evaluation framework.

The Accreditation Committee, the Board's only standing committee, will meet when needed to give initial consideration to applications from first-time applicants.

2.1.1 Three- and Four-Year Arts and Science Degrees

Of the seven institutions with accredited programs, four offer both 3- and 4-year Arts and Science degrees, two offer 3- and 4-year Arts degree and one does not offer any Arts and Science degrees. Beginning in 2002, new concentrations in accredited 3-year degree programs now must be approved by the Board. The college must submit a proposal and report on the staffing and facilities required to support the concentration, its goals and objectives, indicate the distinctive features of the program and provide a report of an external academic expert.

Introduction of 4-year Arts and Science degrees requires the Board's approval, as does each new major in an existing 4-year degree program. During the period covered by this plan, the Board will continue to consider proposals for majors in previously approved 4-year degree programs.

2.1.2 Bachelor of Education Degrees

The King's University College and Concordia University College of Alberta are both authorized to offer a BEd (After Degree) program in elementary education. These programs were reviewed by Alberta Learning (Professional Development and Certification) in 2002. No decision has been reached with respect to the expansion of the opportunity for additional private colleges to apply for accreditation of Bachelor of Education programs.

2.1.3 Other Degrees

The Board has approved other 4-year degree programs. For example, Canadian University College is authorized to offer a 4-year Bachelor of Business Administration degree program; The King's University College offers 4-year Bachelor of Commerce and 4-year Bachelor of Music degree programs; Augustana University College offers 4-year Bachelor of Management in Business Economics and 4-year Bachelor of Music programs; and DeVry Institute of Technology offers a 4-year Bachelor of Technology and a 4-year Bachelor of Business Operations. Concordia University College of Alberta also offers a 2-year Bachelor of Environmental Health (After Degree) program.

With the revised accreditation process, which was introduced in April 1998, the Board expected to consider a wider range of degree proposals. Therefore, it established a committee to determine guidelines (templates) for other types of degree programs. The result of the committee's work is new guidelines for a Bachelor of Music, Bachelor of Technology, After Degree programs, business degrees and interdisciplinary and thematic degrees.

2.2 Periodic Evaluation

2.2.1 Colleges' Annual Reports

One of the Board's requirements with respect to periodic evaluation is that each of the colleges with accredited degree programs submits an Annual Report to the Board. Normally, this activity proceeds in six stages:

1. Provision of instructions and sample forms to the institutions. (June)
2. Receipt and preparation of the reports and comparative tables for the Board's review by the Secretariat. (November)
3. Review of the documents by the Board. (December)
4. Communication of the Board's reactions to the colleges. (December)
5. Review by the Board of any required response by the colleges. (February)
6. Review of instructions and sample forms. (June)

2.2.2 *Comprehensive Evaluations*

Another of the Board's requirements with respect to periodic evaluation is that colleges with accredited degree programs periodically undergo Comprehensive Evaluations.

The Board completed first Comprehensive Evaluations of Augustana University College and The King's University College in 1992, Concordia University College of Alberta in 1994, and Canadian University College in 1998. In each case, the Board reaffirmed the accreditation of the college's degree programs. In 2001-2002 Augustana University College successfully completed its 2nd Comprehensive Evaluation and The King's University College successfully completed its 2nd Comprehensive Evaluation in 2002-2003. During the period covered by this *Management Plan*, Concordia and Canadian University College will undergo their second Comprehensive Evaluations; Nazarene, DeVry-Calgary and Taylor University College will undergo an initial Comprehensive Evaluation.

Normally, the sequence of events in each case will be as follows:

- *July-September of academic year preceding the Comprehensive Evaluation.*	The College is notified that the evaluation will take place the following year.
- *April-June of year of Comprehensive Evaluation.*	The Board appoints a Comprehensive Evaluation Team.
- *July-September of the year in which comprehensive evaluation takes place.*	The College submits a Self-Study.
- *September-December of the same year.*	The Board considers the Self-Study and the Comprehensive Evaluation Team conducts a site visit.
- *December-March of the same academic year.*	The Board visits the institution and considers the Comprehensive Evaluation Team report and the institution's response to the report.
- *December-June of the same academic year.*	The Board decides on outcomes and informs the College and Minister.

As a result of pending changes to PCAB because of new post-secondary legislation, the timelines for the 2nd Comprehensive Evaluation for Canadian University College has been adjusted with the intent to have the evaluation completed during 2004.

2.3 Policy Development and Review

The Board regularly reviews its existing policies and practices. An effort is also made to be anticipatory or proactive in the development of policies and practices suited to evolving needs and changing circumstances. These changes are then reflected in the *Accreditation Handbook*, which is updated regularly on the Board's Web site at http://www.pcab.gov.ab.ca.

2.4 Advice and Consultation

The Board and its Secretariat provide information and advice on accreditation to persons interested in establishing private colleges, to private institutions wishing to offer degree programs, to various government bodies, and to members of the general public interested in accreditation activities. There is increasing interest by other provinces in establishing similar bodies to review applications for degree programs from private institutions.

The Secretariat updates the Board's Web site as needed to keep interested parties informed of changes to the *Accreditation Handbook* and to provide other relevant information and publications. The site also contains an up-to-date listing of all accredited degree programs and hyperlinks to the Web sites of each of the private colleges authorized to offer PCAB-accredited degree programs.

The Chair and Executive Officer also periodically meet with all the Presidents of the private colleges with accredited degree programs as one means of communicating with the Board's stakeholders.

2.5 Monitoring

The Board maintains an interest in a number of developments with respect to private and independent colleges because of the implications they may have for the work of the Board.

2.6 Annual Report to the Minister

The Board reports annually to the Minister (Section 80(2) of the *Universities Act*). Ordinarily, such reports are for the fiscal year ending 31 March. A copy of the most recent report is available on the Web site.

2.7 Board Assessment

In 1999 the Board initiated a review of its effectiveness. The review included a self-assessment as well as an assessment by stakeholders. A second Board assessment was conducted in 2002. Following each review, resulting actions will be included in the *Management Plan*.

3. CALENDAR OF EVENTS, 2003-2007

(Bold type indicates Board action; plain type indicates Secretariat action.)

3.1 2002-2003 Academic Year

June 2003

- **Board Meeting: 5-6 June 2003.**
- **Approve PCAB meeting dates for 2003-2004.**
- **Consider *Accreditation Handbook* changes regarding the review process for institutions have completed a 2nd Comprehensive Evaluation and minimal qualifications of instructors of PCAB-accredited programs.**
- **Approve update of *Management Plan*.**
- **Approve *Annual Report* to the Minister.**
- **Consider colleges' annual reporting requirements for 2002-2003 reporting.**
- **Consider new Bachelor of Management proposal from Concordia University College.**
- **Appoint Evaluation Team for Concordia University College of Alberta's 2nd Comprehensive Evaluation.**
- **Visit St. Mary's College.**
- **Review draft post-secondary legislation as it relates to PCAB and begin preparing recommendations to the Minister with respect to CABAC.**
- **Consider proposals from Canadian Bible College for a 3-year Bachelor of Arts and a 4-year Bachelor of Arts with a major in Christian studies.**

- Prepare update of *Management Plan*.
- Prepare *Annual Report* to the Minister.
- Prepare agenda and documentation for June meeting.
- Undertake follow-up on June meeting.
- Notify colleges of the form and content of annual reports.
- Identify options and recommendations regarding development of CABAC, and begin crossover planning.
- Provide orientation for new public Board member.
- Monitor and communicate development of draft post-secondary legislation as it relates to PCAB.
- Prepare invoices with respect to continuing accreditation fees.

3.2 2003-2004 Academic Year

July-September 2003

- **Board Meeting: September 2003.**
- **Review *Status of Accreditation Report*.**
- **Consider Concordia's Self-Study re Comprehensive Evaluation.**
- **Determine composition of Evaluation Team for the 2nd Comprehensive Evaluation of Canadian University College.**
- **Appoint Program Evaluation Team for Canadian Bible College.**
- **Monitor ongoing development of draft post-secondary legislation and CABAC and provide recommendations to the Minister.**

- Prepare update of *Status of Accreditation Report*.
- Arrange for Comprehensive Evaluation of Concordia including a site visit on 7-8 October.

- Review and revise, where appropriate, instructions for Comprehensive Evaluation Teams.
- Coordinate contract preparation and supporting material for members of Concordia's 2nd Comprehensive Evaluation Team.
- Receive and analyze Self-Study from Concordia.
- Prepare agenda and documentation for September meeting.
- Coordinate identification of prospective members for Evaluation Team for Canadian University College's 2nd Comprehensive Evaluation.
- Coordinate contract preparation and supporting materials for members of Canadian Bible College's Program Evaluation.
- Arrange for Program Evaluation of Canadian Bible College including a site visit possibly in October.
- Monitor and communicate development of draft post-secondary legislation and CABAC, and continue crossover planning for CABAC.
- Provide orientation for two new private college Board members.

October-December 2003

- **Board Meeting: December 2003.**
- **Review Annual Reports from Colleges.**
- **Consider report of the Evaluation Team re Concordia University College of Alberta's 2nd Comprehensive Evaluation.**
- **Site visit to Concordia.**
- **Site visit to Canadian Bible College.**
- **Decide on outcomes of Concordia's 2nd Comprehensive Evaluation.**
- **Appoint Evaluation Team for the 2nd Comprehensive Evaluation of Canadian University College.**
- **Appr**
- **Monitor new post-secondary legislation as it relates to CABAC and PCAB.**

- Receive and analyze annual reports from colleges and prepare comparative tables.
- Participate in 2nd Comprehensive Evaluation of Concordia.
- Arrange visit of the Board to Concordia.
- Arrange visit of the Board to Canadian Bible College.
- Participate in Program Evaluation of Canadian Bible College.
- Undertake follow-up on September meeting.
- Prepare agenda and documentation for December meeting.
- Coordinate contract preparation and supporting material for members of Canadian University College's 2nd Comprehensive Evaluation team.
- Report outcomes of Concordia's 2nd Comprehensive Evaluation to Concordia and to the Minister.
- Monitor and communicate development of new post-secondary legislation and CABAC, and continue crossover planning.

January-March 2004

- **Board Meeting: February 2004.**
- **Review colleges' responses to annual report letters from the Board.**
- **Consider Canadian University College's Self-Study re 2nd Comprehensive Evaluation.**

- Undertake follow-up on December meeting.
- Prepare agenda and documentation for February meeting.

- Undertake follow-up on February meeting.
- Receive and analyze Self-Study from Canadian University College.
- Review Comprehensive Evaluation processes in order to make recommendations for improvements, if needed, particularly with respect to 1st Comprehensive Evaluations.
- Arrange for 2nd Comprehensive Evaluation of Canadian University College.
- Participate in 2nd Comprehensive Evaluation of Canadian University College including a site visit possibly in March 2004.
- Provide orientation to new universities member.

April-June 2004

- **Board Meeting: June 2004.**
- **Consider colleges' annual reporting requirements for 2003-2004 reporting.**
- **Approve update of *Management Plan*.**
- **Approve *Annual Report* to the Minister.**
- **Consider report of the Evaluation Team re Canadian University College's 2nd Comprehensive Evaluation.**
- **Site visit to Canadian University College.**
- **Decide on outcomes of Canadian University College's 2nd Comprehensive Evaluation.**

- Prepare *Annual Report* to the Minister.
- Prepare agenda and documentation for June meeting.
- Undertake follow-up on June meeting.
- Notify colleges of the form and content of annual reports.
- Arrange visit of the Board to Canadian University College.
- Report outcomes of Canadian University College's 2nd Comprehensive Evaluation to CUC and to the Minister.
- Prepare invoices with respect to continuing accreditation fees.
- Prepare update of *Management Plan*.

3.3 2004-2005 Academic Year

July-September 2004

- **Board Meeting: September 2004.**
- **Review *Status of Accreditation Report*.**

- Prepare update of *Status of Accreditation Report*.
- Prepare agenda and documentation for September meeting.
- Notify Canadian Nazarene University College of intention to conduct a Comprehensive Evaluation in 2005-2006 academic year.
- Review instructions for Comprehensive Evaluation Teams and update Guide accordingly.

October-December 2004

- **Board Meeting: December 2004.**
- **Review Annual Reports from colleges.**

- Receive and analyze annual reports from colleges and prepare comparative tables.
- Undertake follow-up on September meeting.
- Prepare agenda and documentation for December meeting.

January-March 2005

- **Board Meeting: February 2005.**
- **Review colleges' responses to annual report letters from the Board.**
- **Determine composition of Evaluation Team for the Comprehensive Evaluation of Canadian Nazarene University College.**

- Undertake follow-up on December meeting.
- Review Comprehensive Evaluation processes in order to make recommendations for improvements, if needed.
- Prepare agenda and documentation for February meeting.
- Undertake follow-up on February meeting.

April-June 2005

- **Board Meeting: June 2005.**
- **Consider colleges' annual reporting requirements for 2004-2005 reporting.**
- **Approve update of *Management Plan*.**
- **Approve *Annual Report* to the Minister.**
- **Appoint Evaluation Team for Nazarene's first Comprehensive Evaluation.**

- Prepare *Annual Report* to the Minister.
- Prepare agenda and documentation for June meeting.
- Undertake follow-up on June meeting.
- Notify colleges of the form and content of annual reports.
- Prepare invoices with respect to continuing accreditation fees.
- Prepare update of *Management Plan*.
- Coordinate identification of prospective members for Evaluation Team for Canadian Nazarene University College's Comprehensive Evaluation.

3.4 2005-2006 Academic Year

July-September 2005

- **Board Meeting: September 2005.**
- **Review *Status of Accreditation Report*.**
- **Consider Nazarene's Self-Study re Comprehensive Evaluation.**
- **Approve Board's assessment process and questionnaire.**

- Prepare update of *Status of Accreditation Report*.
- Arrange for Comprehensive Evaluation of Nazarene.
- Coordinate contract preparation and supporting material for members of Nazarene's 1st Comprehensive Evaluation team.
- Receive and analyze Self-Study from Nazarene.
- Prepare agenda and documentation for September meeting.
- Notify DeVry Institute of Technology-Calgary of intention to conduct a Comprehensive Evaluation in 2006-2007 academic year.
- Review instructions for Comprehensive Evaluation Teams and update Guide accordingly.
- Begin Board's assessment process.

October-December 2005

- **Board Meeting: December 2005.**
- **Review Annual Reports from colleges.**
- **Consider report of the Evaluation Team re Nazarene's Comprehensive Evaluation.**
- **Visit Canadian Nazarene University College.**
- **Decide on outcomes of Nazarene's Comprehensive Evaluation.**

- Receive and analyze annual reports from colleges and prepare comparative tables.
- Participate in Comprehensive Evaluation of Canadian Nazarene University College.
- Arrange visit of the Board to Canadian Nazarene University College.
- Report outcomes of Nazarene's Comprehensive Evaluation to Nazarene and to the Minister.
- Undertake follow-up on September meeting.
- Prepare agenda and documentation for December meeting.

January-March 2006

- **Board Meeting: February 2006.**
- **Review colleges' responses to annual report letters from the Board.**
- **Determine composition of Evaluation Team for the Comprehensive Evaluation of DeVry Institute of Technology-Calgary.**
- **Review results of Board's assessment.**

- Undertake follow-up on December meeting.
-
- Review Comprehensive Evaluation processes in order to make recommendations for improvements, if needed.
- Prepare agenda and documentation for February meeting.
- Undertake follow-up on February meeting.
- Develop action plans as a result of Board's assessment.

April-June 2006

- **Board Meeting: June 2006.**
- **Consider colleges' annual reporting requirements for 2005-2006 reporting.**
- **Approve update of *Management Plan*.**
- **Approve *Annual Report* to the Minister.**
- **Appoint Evaluation Team for DeVry Institute of Technology-Calgary's first Comprehensive Evaluation.**

- Prepare *Annual Report* to the Minister.
- Prepare agenda and documentation for June meeting.
- Undertake follow-up on June meeting.
- Notify colleges of the form and content of annual reports.
- Prepare invoices with respect to continuing accreditation fees.
- Prepare update of *Management Plan*.
- Coordinate identification of prospective members for Evaluation Team for DeVry-Calgary's Comprehensive Evaluation.

3.5 2006-2007 Academic Year

July-September 2006

- **Board Meeting: September 2006.**
- **Review of *Status of Accreditation Report*.**
- **Consider DeVry-Calgary's Self-Study re: Comprehensive Evaluation.**

- Prepare update of *Status of Accreditation Report*.
- Arrange for Comprehensive Evaluation of DeVry-Calgary.
- Coordinate contract preparation and supporting material for members of the DeVry 1st Comprehensive Evaluation team.
- Receive and analyze Self-Study of DeVry-Calgary.
- Prepare agenda and documentation for September meeting.
- Notify Taylor University College and Seminary of intention to conduct a Comprehensive Evaluation in the 2007-2008 academic year.
- Review instructions for Comprehensive Evaluation Teams and update Guide accordingly.

October-December 2006

- **Board Meeting: December 2006.**
- **Review Annual Reports from colleges.**
- **Consider reports of the Evaluation Team re: DeVry-Calgary's Comprehensive Evaluation.**
- **Visit DeVry-Calgary.**
- **Decide on outcomes of DeVry-Calgary's Comprehensive Evaluation.**

- Receive and analyze annual reports from colleges and prepare comparative tables.
- Participate in Comprehensive Evaluation of DeVry-Calgary.
- Arrange visit of Board to DeVry-Calgary.
- Report on outcomes of DeVry-Calgary's Comprehensive Evaluation to DeVry and to the Minister.
- Undertake follow-up on September meeting.
- Prepare agenda and documentation for December meeting.

January-March 2007

- **Board Meeting: February 2007.**
- **Review colleges' response to annual report letters from the Board.**
- **Determine composition of Comprehensive Evaluation Team for Taylor University College and Seminary**
- **Review results of Board's assessment.**

- Undertake follow-up on December meeting.
- Review Comprehensive Evaluation processes in order to make recommendations for improvements, if needed.
- Prepare agenda and documentation for February meeting.
- Undertake follow-up on February meeting.

April-June 2007

- **Board Meeting: June 2007.**
- **Consider colleges' annual reporting requirements for 2006-2007 reporting.**
- **Approve update of *Management Plan*.**
- **Approve Annual Report to the Minister.**
- **Appoint Evaluation Team for Taylor University College and Seminary's first Comprehensive Evaluation.**

- Prepare Annual Report to the Minister.
- Prepare agenda and documentation for June meeting.
- Undertake follow-up on June meeting.
- Notify colleges of form and content of annual reports.
- Prepare invoices with respect to continuing accreditation fees.
- Prepare update of *Management Plan*.
- Coordinate identification of prospective members for Comprehensive Evaluation Team for Taylor University College and Seminary.

4. TERMS OF REFERENCE

4.1 Board

The authority of the Private Colleges Accreditation Board is prescribed in Alberta's *Universities Act* as follows:

With respect to the approval of programs of study:

1. The Accreditation Board may inquire into any matter that relates to the approval of programs of study, other than programs in divinity, leading to a baccalaureate that may be granted by a private college.

2. If the Accreditation Board determines that a private college has met the prescribed minimum conditions for the approval of a program of study leading to a baccalaureate, it shall approve the program of study and recommend to the Minister that the private college be granted the power to grant a baccalaureate in respect of that approved program of study.

3. On the recommendation of the Minister, the Lieutenant Governor in Council may by order designate a private college as an institution that may grant a baccalaureate in respect of a program of study approved by the Accreditation Board.

4. Such an order is subject to any conditions specified in the order.

With respect to the periodic evaluation of approved programs:

1. The Accreditation Board shall establish procedures for the periodic evaluation of approved programs of study provided by designated private colleges.

2. If the Accreditation Board determines that a program of study should no longer be approved, it shall withdraw its approval of the program of study and

recommend to the Minister that the private college that offers the program of study should no longer be designated.

3. On the recommendation of the Minister, the Lieutenant Governor in Council may by order rescind the designation of a private college.

General powers: Without restricting the powers with respect to the approval of programs of study and periodic evaluation, the Accreditation Board may:

1. Determine the minimum standards for the approval of a program of study leading to a baccalaureate that may be granted by a private college.

2. Establish and implement procedures for

   i. the review and approval of courses of study,
   ii. the review and approval of the academic credentials of the instructional staff,
   iii. the inspection and approval of libraries, laboratories and other related instructional facilities, and
   iv. the examination of available financial support

   of a private college that proposes a program of study leading to a baccalaureate to be granted by that private college.

3. Require a report from the governing body of a private college on any matter pertaining to a proposed or to an approved program of study.

4. Appoint persons to provide advice and recommendations relating to the review and evaluation made by the Accreditation Board in respect of any program of study.

The effective performance of these functions requires that the Accreditation Board be concerned with all matters related to the accreditation of academic programs and with the well-being of those private colleges that are designated to offer accredited programs.

4.2 Chair

4.2.1 Summary of Position

The Board Chair leads the Board in carrying out the duties of the Private Colleges Accreditation Board (under the *Universities Act*) ensuring that appropriate Board processes are in place, that relations with government and post-secondary institutions are maintained, and that the organization adheres to the purposes established by legislation.

4.2.2 Key Responsibilities

The main responsibilities of the Board Chair fall into five categories:

- Board processes,
- Board-Secretariat relations,

- Board structure,
- External relations, and
- Government relations.

Board processes

1. Ensures that full and accurate records are kept of the Board's proceedings, transactions and finances.
2. Ensures that due process is followed in dealing with:
   - applications from private colleges,
   - recommendations to the Minister on accreditation, and
   - appeals from private colleges.
3. Ensures that annual reports are received from private colleges with accredited programs, and that these are reviewed by the Board.
4. Ensures that a Comprehensive Evaluation is conducted within five years of the time each college was awarded degree-granting status and a second one after 10 years.
5. Ensures that governing policies of the Board are in place.
6. Works with the Executive Officer on the agenda for Board and special meetings.
7. Works with the Executive Officer to ensure that minutes are taken, recorded and circulated.
8. Leads Board meetings: manages agenda, time balance, participation, priority and topics.
9. Ensures that the Board conducts itself in an ethical manner and complies with enabling statutes and its own policies and procedures.
10. Presides at all regular and special Board meetings.
11. Attends, as an ex-officio member, Board committee meetings.
12. Examines the needs of the Board, and recommends to the Minister potential new public Board members.
13. Continually helps the Board members to learn and improve, both in Board processes, and in the evolving issues associated with PCAB and adult education as a whole.
14. Ensures that the decisions reached by the Board are implemented.

Board-Secretariat Relations

1. Supervises the staff of the PCAB.
2. Between Board meetings, discusses Board-related matters with the Executive Officer, and informs the Board as appropriate.

Board Structure

1. Establishes committees as required - standing or ad hoc.
2. Assigns Board membership on committees.

External Relations

1. Represents the Board to various interest groups: public, private colleges, other post-secondary institutions, students, politicians (both federal and provincial), related organizations (e.g. Universities Co-ordinating Council), and other accreditation bodies in North America.
2. Listens to the various interest groups and ensures that emerging issues are dealt with by the Board.

Government Relations

1. Maintains on-going relations with the Deputy Minister of Alberta Learning on administrative and policy-related issues.
2. Represents the Board in providing advice to the Minister with respect to:
   - Provincial education and accreditation policy,
   - Reacting to proposals and statements put forward by the Minister,
   - Recommending policy changes, and
   - Keeping the Minister informed about the development of the PCAB and its plans.
3. Ensures that the periodic reports required by legislation are prepared and submitted.

4.3 Secretariat

The Secretariat consists of permanent staff shared with the Alberta Council on Admissions and Transfer (ACAT). The Secretariat consists of the Executive Officer, Manager of Policy and Planning, Manager of Operations, Research Officer, and Office Manager/Secretary.

The Executive Officer and Secretariat staff provide professional expertise to the Private Colleges Accreditation Board in the development and implementation of its policies and procedures. The Executive Officer makes recommendations to the Board regarding accreditation by assessing institutional submissions and serving on Board committees and is a member of all evaluation teams. She undertakes research, compiles reports, oversees the preparation of materials for Board meetings, supervises the documentation of its decisions and manages consequent activities. The Executive Officer reports to and assists the Chair in carrying out her duties.

5. MEMBERSHIP OF THE BOARD

The Board consists of thirteen members appointed by the Minister of Learning: a chair, four members of the public, four university academic staff members nominated by the Universities Co-ordinating Council, and four private college academic staff members nominated jointly by their presidents.

In addition, the Executive Officer participates in meetings in a non-voting capacity. The services of the Secretariat are provided to the Board by the Minister.

5.1 List of Current Members (as of 16 June 2003)

Chair

Dianne Kieren	July 2, 2001 – July 1, 2004 (2nd term)

Public Members

Dennis Kadatz	July 23, 2001 – July 22, 2004 (2nd term)
Ivan Bernardo	May 24, 2001 – May 23, 2004 (1st term)

Patricia Cavill .....June 16, 2003 – June 15, 2006

Marcel Labbe .....June 25, 2002 – June 24, 2005
(1st term)

University Members

Shamsul Alam .....February 10, 2001 – February 9, 2004
(2nd term)

Lynn Bosetti .....May 2, 2003 – May 1, 2006
(2nd term)

Ken Collier .....November 25, 2002 – November 24, 2005
(1st term)

Todd Rogers .....September 9, 2002 – September 8, 2005
(2nd term)

Private College Members

Catherine Eddy .....August 15, 2002 – August 14, 2005
(1st term)

Kevin Quast .....August 26, 2002 – August 25, 2005
(1st term)

Harry Prest .....August 25, 2000 – August 24, 2003
(2nd term)

David Neale .....November 18, 2001 – November 17, 2004
(1st term)

Secretariat

Marilyn Patton .....Executive Officer (Observer/Participant/Non-Voting)